

STAREX UNIVERSITY, GURUGRAM
SCHOOL OF COMMERCE & MANAGEMENT



Ordinance, Scheme of Examination & Syllabus

Master of Commerce (M.Com)

(Post Graduate Program Effective From Year 2017-18)

(Approved by AC, BOM & Governing Body in its meetings held on 28.08.2017 & 29.08.2017)

Ordinance, Scheme of Examination and Syllabi

Master in Commerce (M.Com)

Saved as provided in the First Ordinance of the University, this Ordinance shall contain the following,

1. Title and Commencement

This Ordinance shall be called the Ordinance of Starex University and shall be effective from the Academic Session 2017-18.

2. Duration of the Course

The duration of M.Com Degree Course shall be of two academic years. Each year shall be divided in two Semesters i.e. semester-1, semester-2. Accordingly, the two years shall consist in four Semesters. However, a student is required to pass out the said Course within a maximum period of 4 years from the date of admission to 1st Semester where after he/she shall stand unfit for the Course.

3. Admission and Eligibility

B.Com or B.Com (Hons.)/BBA or B.A. with Economics/ Commerce/ Marketing/ Insurance as one of the subject with atleast 45% marks in aggregate from any recognized University.

4. Admission Schedule, Submission of Examination Forms and Fee

The admission schedule along with the last date for submission of admission forms and fee shall be fixed by the Vice-Chancellor from time to time and displayed by the University.

Date of Examinations and fee shall be fixed by the Vice-Chancellor and notified by the Controller of Examinations.

5. Change of Branch/ Discipline

A student will be entitled to change/switch over Branch/Discipline within 15 days after the commencement of Academic Session where after no change will be allowed. Such a student must be eligible for admission to the Branch/Discipline intended to be admitted to.

6. Promotion to Higher Semester(s)

The student shall be promoted to 2nd and 4th Semester automatically without any condition of passing minimum number of papers. For promotion from 2nd to 3rd Semester, the student shall have to clear at least 50% papers of 1st and 2nd Semester taken together.

7. Reappear Examinations

Re-appear Examinations for odd Semester will be held along with the regular semester examinations of these semesters in December and those of even Semesters along with the regular examinations of these Semesters in May. However, the re-appear examination of 4th Semester may be held in December along with the odd Semester examinations.

8. Medium of Instruction and Examination

The medium of instructions and writing question papers shall be both in English and Hindi.

9. Type of Examinations

Wherever not otherwise provided in any Course Ordinance there will be two types of Examinations.

- a) **End term:** End term Examination shall be held at the end of each Semester and will cover the entire syllabus for that Semester. First and Third Semester Examinations shall ordinarily be held in the month of December and Second and Fourth Semester Examinations in the month of May.
- b) **Internal Test:** There may be one/two Internal Assessment test(s) in each Semester. Each Internal Assessment test will cover the syllabus taught up to the date of test.

10. Scheme of Examinations

25% marks of the total marks of the concerned subject shall be earmarked for Internal Assessment.

a) Distribution of Marks

| | | | |
|-----|---------------------|----|----|
| i) | Theory | 75 | |
| ii) | Internal Assessment | | 25 |

For Practical Lab Based- Discipline Specific Elective Papers, there shall be 4 credit hours for 1 lecture of Max. Marks 60 in theory and 1 credit hour (2 Practical Periods per week per batch) for practical lab of Max. Marks 40.

b) Pass Percentage

Theory:

- i) 40% marks in written paper.
 ii) 40% marks in written paper and Internal Assessment taken together

Practical: (Wherever provided)

- i) 40% marks in Practical paper
 ii) 40% marks in Practical and Internal Assessment taken together

Viva-Voce: (Wherever provided)

- i) 40% marks in Viva-Voce separately.

Note:

- i) In case, a student fails to secure 25% marks in Internal Assessment in Theory of a particular subject, he/she shall be detained from appearing in the Theory paper examination of that Subject and so for Practical exam (Wherever provided).
 ii) A list of detained students and the students detained due to shortage of attendance shall be forwarded to the Examination Branch by the School/Faculty before a week from the date of commencement of examinations.

c) Components of Internal Assessment

The Internal Assessment marks shall comprise the following,

| | | |
|------|--------------------------------------|----------|
| i) | Attendance | 10 Marks |
| ii) | Internal Test | 10 Marks |
| iii) | Assignment/Seminar/Presentation etc. | 05 Marks |

NB.

- 1) In case, a student is detained from appearing in the Examination of Theory and/or Practical having failed to secure 25% marks in Internal Assessment, he/she may improve the same for appearing in the relevant subsequent Examination. In all other cases, the marks of Internal Assessment shall be carried forward for the subsequent examination.
- 2) The concerned teacher shall preserve the records of the Internal Assessment and shall make the same available as and when required.
- 3) The concerned School/Faculty shall display the marks of Internal Assessment on the Notice Board for information of the students.

11. Eligibility to appear in the Examination

The Student should fulfill the following criteria to be eligible for appearing in the end term examination,

- i) He/she should bear a good moral character.
- ii) He/she should be on the rolls of the University during the Semester.
- iii) He/she should have not less than 75% of the attendance during the respective Semester. In case, a student fails to secure the prescribed percentage of lectures either in Theory or Practical, he/she shall be detained from appearing in the said part of examination (Theory or practical or both, as the case may be).
- iv) He/she should not be a defaulter of payment of tuition fee or any other dues of the University and no disciplinary action should be pending against him/her.

Note: In case, a student fails to secure 75% attendance in Theory or Practical or both, he/she will be detained from appearing in Theory or Practical or both examinations, as the case may be.

12. Exemption from Attendance/ Condonation of Shortage of Attendance

The shortage of attendance can be condoned/ relaxed as under,

| S.No. | Category for Exemption/Condonation of lectures/attendance | Ground for Exemption/Condonation | Competent Authority |
|-------|---|--|----------------------------|
| *1 | All periods of the day of Blood donation | Voluntarily blood donation to the blood bank | Dean of the School/Faculty |
| *2 | All periods of the day of Examination | For appearing in the supplementary Examinations (Th./Pr./Vive-Voce) | -do- |
| *3 | 10 Days attendance during a Semester | For participation in University or Inter University/College Sports Tournaments / Youth Festivals, NCC/NSS camps/ University Educational Excursions | -do- |

- *Provided that:
1. He/she has obtained prior approval of the Dean of School/faculty.
 2. Credit may be given only for the days on which lectures were delivered or tutorials or practical work done during the period of participation in the aforesaid events.

| S.No. | Category for Exemption/Condonation of lectures/attendance | Ground for Exemption/Condonation | Competent Authority |
|-------|---|----------------------------------|---------------------|
|-------|---|----------------------------------|---------------------|

| | | | |
|---|---|--|--|
| 4 | Condonation/Relaxation up to 5% during a Semester | Genuine reason such as illness, transfer of parents, sudden death in blood relation, on production of proof. | 1. The concerned Dean of his own or on the recommendation of HOD 2. Vice-Chancellor of his own or on the recommendation of Concerned Dean |
|---|---|--|--|

13. Setting of Question Papers and Re-Checking, Evaluation/Re-evaluation of Answer book(s)

As per provisions in the First Ordinance and rules and regulations of the University.

14. Grace Marks

As per provisions in the First Ordinance of the University.

15. Improvement of Examination Result

A student may be permitted to improve his/her result subject to the following:

- i) The student will be permitted to appear in improvement examination as an ex-student with regular batches for the purpose of improvement of CGPA/Division.
- ii) Only one chance for improvement for a Semester will be given. The chance must be availed within a period of 1 year from passing the final examination.
- iii) In case the nature of result does not improve i.e. up to CGPA 5, 6, 7, 8 and 9, his/her improvement result shall be declared as “**PRS**” (Previous Result Stands).
- v) There will be no separate examination for improvement i.e. the student intending to improve his/her result shall appear along with the regular batches in accordance with the syllabus prescribed for the regular batches.

16. Issuance of DGS, Award of Degree

A student shall be issued Detailed Grade Statement for each examination and shall be awarded Degree on successful completion of the Course. The division and performance shall be indicated in the Degree as depicted in **Grading Method** against **Clause No. 20.**

17. Inter University Migration

- a) A student of this University may seek Migration as per provision in the First Ordinance of the University.
- b) Any student intending to seek Migration to this University may do so subject to the following,
 - i. The Migration cannot be claimed as a matter of right and shall subject to the availability of seat.
 - ii. The Migration shall be allowed only in 2nd year (3rd semester).
 - iii. The student must have pursued the previous exam(s) under Semester system.
 - iv. At least 50% papers passed by him/her in the previous Institute/University must have matched with the papers prescribed by this University.
 - v. Rest of the unmatched Subjects/Papers will be required to be passed by him/her from this University as deficient subjects/papers.

18. Choice Based Credit System

Definitions of Key Words

1. Academic Year:

Two consecutive (one odd + one even) Semesters constitute one academic year.

- 2. Choice Based Credit System (CBCS):** The CBCS provides choice for students to select from the prescribed courses (core, elective or minor or soft skill courses).
- 3. Course:** Usually referred to, as ‘papers’ is a component of a programme. All courses need not carry the same weight. The courses should define learning objectives and learning outcomes. A course may be designed to comprise lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study etc. or a combination of some of these.
- 4. Credit Based Semester System (CBSS):** Under the CBSS, the requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be completed by the students.
- 5. Credit Point:** It is the product of grade point and number of credits for a Course.
- 6. Credit:** A unit by which the Course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
- 7. Cumulative Grade Point Average (CGPA):** It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various Courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.
- 8. Grade Point:** It is a numerical weight allotted to each letter grade on a 10-point scale.
- 9. Letter Grade:** It is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P and F.
- 10. Programme:** An educational programme leading to award of a Degree, Diploma or certificate.
- 11. Semester Grade Point Average (SGPA):** It is a measure of performance of work done in a semester. It is ratio of total credit points secured by a students in various courses registered in a Semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.
- 12. Semester:** Each semester will consist of 15-18 weeks of academic work equivalent to 90 actual teaching days in a Semester. The odd semester may be scheduled from July to December and even Semester from January to May/June.
- 13. Transcript and Detailed Grade Certificate/Statement (DGS):** Based on the earned credit points, a Detailed Grade Certificate/Statement (DGS) shall be issued to all the registered students after every semester. The grade certificate/statement will display the Course details (Course code, its nomenclature, total credit points and letter grade) along with SGPA of that Semester and CGPA in the final semester.

19. Grading Method

The grading method for evaluating students' performance involves award, of grade according to the range of total marks in the course. The grade will be awarded based on marks out of 100, as depicted below:

Formula for Computation of SGPA & CGPA

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e

$$SGPA (S_i) = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

| Range of Percentage of Marks | Letter Grade | Grade Points | Range of Grade Points | Classification |
|------------------------------|-------------------|--------------|-----------------------|---------------------------------------|
| 90 and above | O (Outstanding) | 10 | 9-10 | Outstanding |
| 80 & above but less than 90 | A+ (Excellent) | 9 | 8 < 9 | Excellent |
| 70 & above but less than 80 | A (Very Good) | 8 | 7 < 8 | 1 st Div. with Distinction |
| 60 & above but less than 70 | B+ (Good) | 7 | 6 < 7 | 1 st Division |
| 50 & above but less than 60 | B (Above Average) | 6 | 5 < 6 | 2 nd Division |
| Above 40 but less than 50 | C (Pass-Average) | 5 | Above 4 < 5 | 3 rd Division |
| 35 To 40 | P (Pass) | 4 | 3.5 To 4 | Pass |
| Below minimum pass marks | F (Fail) | 0 | - | - |

Where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.

- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$CGPA = \frac{\sum (S_i \times C_i)}{\sum C_i}$$

Where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

- iii. The SGPA and CGPA shall be worked up to 2 decimal points and mentioned in the DGS and transcripts.
- iv. Formula for calculation of aggregate pass percentage $CGPA \times 10$

Example

| Course | Credit | Grade Letter | Grade Point Block | Range of Grade Points (Actual Grade Value as per marks obtd.) | Earned Credit Points (Credit \times Actual Grade Value) |
|----------|--------|--------------|-------------------|---|---|
| Course 1 | 3 | O | 10 | 9.2 | $3 \times 9.2 = 27.6$ |
| Course 2 | 3 | A+ | 9 | 8.2 | $3 \times 8.2 = 24.6$ |

| | | | | | |
|----------|----|----|---|-----|-----------------------|
| Course 3 | 4 | A | 8 | 7 | $4 \times 7 = 28$ |
| Course 4 | 3 | B+ | 7 | 6.7 | $3 \times 6.7 = 20.1$ |
| Course 5 | 3 | B | 6 | 5.6 | $3 \times 5.6 = 16.8$ |
| Course 6 | 4 | C | 5 | 4.7 | $4 \times 4.7 = 18.8$ |
| | 20 | | | | 135.9 |

Thus, **SGPA** = $135.9/20 = 6.79$

Similarly, suppose SGPA for 2nd, 3rd, and 4th semester are 7.85, 5.6 and 6.0 with credits 22, 24 and 22 respectively than for a two year programme, the CGPA will be computed as follows,

$$\mathbf{CGPA} = 20 \times 6.79 + 22 \times 7.85 + 24 \times 5.6 + 22 \times 6.0 / 88 = 6.53$$

Formula for calculating percentage of marks

$$\mathbf{CGPA} \times 10 \text{ e.g. } 6.53 \times 10 = 65.3$$

20. Other Provisions

- i. Nothing in this Ordinance shall debar the University from amending the Ordinance and the same shall be applicable to all the students whether old or new.
- ii. Any other provision not contained in the Ordinance shall be governed by the rule and regulations framed by the University from time to time.
- iii. All disputes shall Subject to Gurugram court Jurisdiction.

MCOM-COURSES & SCHEME

SEMESTER-1

| | | |
|---|----------|---------------|
| DSC-1 Statistical Analysis | 5(4-1-0) | MM-100(75+25) |
| DSC-2 Management Concepts & Applications | 5(4-1-0) | MM-100(75+25) |
| DSC-3 Accounting For Managerial Decisions | 5(4-1-0) | MM-100(75+25) |
| DSC-4 Business Environment | 5(4-1-0) | MM-100(75+25) |
| GEC-1 Economic Theory & Decision Making | 5(4-1-0) | MM-100(75+25) |

SEMESTER-2

| | | |
|--|----------|---------------|
| DSC-5 Human Resource Management | 5(4-1-0) | MM-100(75+25) |
| DSC-6 Basics of E-Commerce | 5(4-1-0) | MM-100(75+24) |
| DSC-7 Financial Management | 5(4-1-0) | MM100(75+25) |
| DSC-8 Marketing Management | 5(4-1-0) | MM100(75+25) |
| GEC-2 International economics | 5(4-1-0) | MM-100(75+25) |
| DSE-1 Student must choose one paper from the followings: | 5(4-1-0) | MM-100(75+25) |

- i) Fundamentals of Entrepreneurship
- ii) Organizational Behaviour
- iii) Elements of Banking
- iv) Computer Application In Business

GEC-1

1. Economic Theory & Decision Making
2. Cyber Forensic & Security.

GEC-2

1. International Economics
2. Environment Protection Administration

Note

1. **For Practical Lab Based- Discipline Specific Elective M.Com, Group 1 iv) Computer Application in Business, there shall be 4 credit hours for lecture for Max. Marks 60 in theory and 1 credit hour (2 Practical Periods per week per batch) for practical lab for Max. Marks 40 in Practical.**
2. **For other Discipline Specific Elective papers, there shall be 4 lectures for and 1 tutorial per batch.**

SEMESTER-3

| | | |
|---|-----------------|----------------------|
| DSC-9 Accounting Standards and Financial Reporting | 5(4-1-0) | MM-100(75+25) |
| DSC-10 Research Methodology | 5(4-1-0) | MM-100(75+24) |
| DSC-11 Strategic Management | 5(4-1-0) | MM-100(75+25) |
| DSE-2 Student must choose one paper from the followings: | 5(4-1-0) | MM-100(75+25) |

- i) Financial Market & Institution
- ii) International Marketing
- iii) Human Resource Development

| | | |
|---|-----------------|----------------------|
| DSE-3 Student must choose one paper from the followings: | 5(4-1-0) | MM-100(75+25) |
|---|-----------------|----------------------|

- i) International Financial Management
- ii) Marketing Research
- iii) Talent Management

SEMESTER-4

| | | |
|---|-----------------|----------------------|
| DSC-1 Business Ethics and Corporate Governance | 5(4-1-0) | MM-100(75+25) |
| DSE-4 Student must choose one paper from the followings: | 5(4-1-0) | MM-100(75+25) |

- iv) Project Management & Financial Services
- v) Advertisement & Sales Management
- vi) Industrial Relations

| | | |
|---|-----------------|----------------------|
| DSE-5 Student must choose one paper from the followings: | 5(4-1-0) | MM-100(75+25) |
|---|-----------------|----------------------|

- i) Security Analysis & Portfolio Management
- ii) Service Marketing
- iii) Management of Transformation

| | | |
|----------------------------|------------------|---------------|
| Project Work Report | 8(0-0-16) | MM-100 |
|----------------------------|------------------|---------------|

M.COM 1st Semester

**DSC-1 Statistical Analysis
(Paper Code-)**

Assessment

| Internal Assessment Marks | External Evaluation | | Total Marks |
|---------------------------|---------------------|----------------|-------------|
| 25 | End Term Marks: 75 | Time : 3 Hours | 100 |

Course Objective:

Quantitative methods are needed for statics analysis particularly in the field of economics and other social sciences. The idea is to impart knowledge of statistical concepts alongwith the solution of numerical problems.

Unit 1

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1 | Correlation and Regression Analysis: Partial and Multiple Correlation and Regression (Up to three variables), | Digital and Classroom learning |
| 2 | Probability Distribution : Binomial distribution , Poisson Distribution and Normal Distribution: Their applications to Business.. | Digital and Classroom learning |

Unit 2: Budgeting & Standard Costing

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Statistical Inference:- Test of Hypotheses. | Digital and Classroom learning |
| 2. | Sampling tests – Large and small Sample tests – Z-Test, T-Test. | Digital and Classroom learning |

Unit 3

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Analysis of Variance: Introduction, assumptions, Techniques of Analysis of Variance – one way classification and two way classifications. F-Test. | Digital and Classroom learning |
| 2. | Non-Parametric Tests: Sign-Test, Wilcoxon Sign – Rank test, Wald – Wolfowitz test, Kruskal Wallis – H Test and | Digital and Classroom learning |
| 3. | The Mann Whitney – U-Test. Median Test, Run Test | Digital Self learning |

Unit 4

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Association of Attributes: Criterion of Independence, Consistency of data (two and three attributes), X ² –Test: Conditions for apply x ² – Test, Yate’s correction, Uses of X ² Test, Additive Property of X ² ., | Digital and Classroom learning |
| 2. | Misuse of Chi-Square Test and its limitations. | Digital Self learning |

Suggested Readings

1. Gupta S.C. “Fundamentals of Statistics” S. Chand and Sons, New Delhi.
2. Spiegel, Murry R “Theory and problems of statistics”(Schaum’s Outline Series, McGraw Hill, 1992)
3. Karmal P.H. and Polasek M. “Applied statistics for Economics(5th edition), Pitman, Australia
4. Chou-Ya-Lun: Statistical analysis, Holt, Rinchart and winslon.
5. Hooda, R.P: Statistics for Business and Economics, Macmillan India Ltd. New Delhi.
6. Heinz, Kohler: Statistics for Business & Economics, Harper Collins.
7. Hien, L.W: Quantitative approach to Managerial decisions, Prentice Hall, New Jesery. India, Delhi.
8. Lawrence B.Morse: Statistics for Business & Economics, Harper Collins.
9. Levin, Richard I and David S Rubin: Statistics for Management, Prentice Hallof India, Delhi.
10. Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance, International Thompson Business Press.

Pattern of the paper

1. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
2. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

M.COM 1st Semester
Subject- DSC-Management Concepts & Applications
(Paper Code-)

Max. Marks: 100 (75+25)

Credits: 5

Time Allowed: 3 Hours

Note for Examiners and Students:

1. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
2. Internal evaluation is to be based on the parameters are to be decided by the University.

Objective:The objective of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

Unit 1

| S.N. | Topic | Identification of the Topic in Blended mode |
|-------------|--|--|
| 1. | Introduction: concept and nature of management | Digital and Classroom learning |
| 2. | Managerial competencies – communication and team work, strategic and global competencies | Digital Self learning |
| 3. | Management vs Administration. | Digital and Classroom learning |
| 4. | Evolution of management thoughts: traditional, behavioral, system, contingency and quality view point. | Digital and Classroom learning |
| 5. | Case Study | Digital Aided Learning |

Unit 2

| S.N. | Topic | Identification of the Topic in Blended mode |
|-------------|---|--|
| 1. | Planning: nature, elements, types and models of planning, planning in learning organizations, strategic planning - an overview. | Digital and Classroom learning |
| 2. | Decision making: process and models of decision-making, increasing participation in decision-making, decision-making creativity. | Digital and Classroom learning |
| 3. | Organizing: work specialization, chain of command delegation, decentralization, span of management, Departmentation-need & bases. | Digital and Classroom learning |
| | Case Study | Digital Aided Learning |

Unit 3

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Leading: recognition of human factor, motivation models/approaches | Digital and Classroom learning |
| 2. | Leadership styles/behaviors, personal characteristics of effective leaders, | Digital and Classroom learning |
| 3. | Leadership development, leadership for learning organizations. | Digital and Classroom learning |
| 4. | Case Study | Digital and Classroom learning |

Unit 4

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Management control: concept, process and techniques, effective control system. | Digital and Classroom learning |
| 2. | Managerial ethics and social responsibility: factors affecting ethical choices, ethical dilemma. managing company ethics and social responsibility, evaluating corporate social performance. | Digital and Classroom learning |
| 3. | Managing company ethics and social responsibility, evaluating corporate social performance. | Digital Self Learning |
| 4. | Case Study | Digital Self Learning |

Suggested Readings

1. Robbins, S.P. and Coulter , M.A. **Fundamentals of Management** , Pearson Education Asia
2. Hellreigel, **Management**, Thomson Learning, Bombay
3. Koontz, H and Wechrich, H, **Management**, Tata McGraw Hill
4. Stoner, J et. al, **Management**, New Delhi, PHI, New Delhi
5. Satya Raju, **Management - Text &Cases** , PHI, New Delhi
6. Richard L. Daft, **Management**, Thomson South-Western

M.COM 1st Semester

Subject- Accounting for Managerial Decisions

(Paper Code-)

Max. Marks: 100 (75+25)

Credits: 5 (4-1-0)

Time Allowed: 3 Hours

Note for Examiners and Students:

1. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
2. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: The objective of this paper is to make students conversant with the basic concept of Management accounting and their role in decision making.

Unit 1- Management Accounting & Report

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1 | Concept of Accounting for Manager: nature & scope, management process, users of accounting information's , | Digital and Classroom learning |
| 2 | Financial accounting V/S cost accounting V/s accounting for management, role of account in modern organisations. | Digital Self learning |
| 3 | Management Information System: Installation of management accounting system, Role of management accountant | Digital and Classroom learning |
| 4 | Report: Objectives, types and methods of reporting, reporting needs at different levels of management, Designing and installation of a reporting system | Digital Self learning |

Unit 2: Budgeting & Standard Costing

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Budgeting: Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term budgets | Digital and Classroom learning |
| 2. | Cash Budget- Flexible Budget – Master Budget Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting | Digital and Classroom learning |

| | | |
|----|--|--------------------------------|
| 3. | Standard Costing and Variance Analysis: Types of standards, Setting of standards and their revision | Digital and Classroom learning |
| 4. | Variance analysis – Material, labor and overheads, control of variances. | Digital and Classroom learning |

Unit 3: Marginal costing

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Marginal costing: Absorption Vs Marginal Costing –Cost –Volume – Profit Analysis – Cost Behavior | Digital Self learning |
| 2. | Breakeven Analysis: Contribution Approach –Profit Planning; | Digital and Classroom learning |
| 3. | Cost Concepts for Decision making – Decision Making Process – Decision Situations- Sales Volume Decisions – Pricing and Special Order Pricing, Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision | Digital and Classroom learning |

Unit 4: Activity-based costing

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Contemporary Issues in Management Accounting: | Digital Self learning |
| 2. | Activity-based costing: Activity-based costing, Quality costing, Target and life cycle costing. | Digital and Classroom learning |

Suggested Readings

1. Pandey, I.M: Management Accounting, Vani Publication, Delhi
2. Sharma, D.C. and Gupta, K.G.: S.J. Publications, Meerut.
3. Jawahar Lal: Managerial Accounting: Himalaya Publishing House, Delhi
4. Horngren, C.T., Gary L. Sundem, and William O. Stratton: Introduction to Management Accounting, Prentice Hall, Delhi.

M.COM 1st Semester
Subject-DSC-Business Environment
(Paper Code-)

Max. Marks: 100 (75+25)

Credits: 4

Time Allowed: 3 Hours

Note for Examiners and Students:

1. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
2. Internal evaluation is to be based on the parameters are to be decided by the University.

Objective:To acquaint the students with elements of business environment and their impact on business organization.

Unit 1

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Business Environment - Meaning and Nature | Digital and Classroom learning |
| 2. | An in-depth analysis of various micro and macro environmental factors influencing firm. | Digital Aided Learning |
| 3. | Policies and Acts Influencing Business in India- Industrial Policy, Monetary and Fiscal Policy | Digital Self learning |
| 4. | EXIM Policy, Competition Act, FDI Policy, FEMA and money laundering. | Digital and Classroom learning |

Unit 2

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | International Economic Linkage- WTO and its impact on Indian Business, Prominent Economic Groupings and their relevance. | Digital and Classroom learning |

Unit 3

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Public Sector and SME Sector of India- Public Sector in India - Rationale | Digital and Classroom learning |
| 2. | Performance and Reforms, Public- Private Partnership | Digital and Classroom learning |
| 3. | Small and Medium Enterprises- Significance, Problems and Government Support. | Digital and Classroom learning |

Unit 4

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Current State of Business Environment in India- Economic Reforms and the labour reforms | Digital and Classroom learning |
| 2. | FDI Trends and currency flows, Goods and services legislations | Digital and Classroom learning |
| 3. | NPAs and SARFEASI Act | Digital Self learning |
| 4. | Emerging Sectors in Indian Economy. | Digital Self learning |

Suggested Readings

1. Sundram, KPM, Datt, G and Mahajan, A, Indian Economy, S Chand, 2012 Edition.
2. Misra, S.K and Puri, V.K, Indian Economy, Himalya Publisher, 27th Edition.
3. Worthington, I and Britton, C, The Business Environment, Prentice Hall, 5th Edition.
4. Cherunillam, F, A Course Book on Business Environment, Himalya Publishers, 1st Edition.
5. Daniel, JD and Radebangh, LH, International Business, Addison Wesley Publishing Company
6. Hill, CW, International Business, Tata Mcgraw Hill
7. Alhuwalia, IJ and Little, IMD, India's Economic Reforms and Development, Oxford University Press
8. Aswathapa, K, Business Environment, Excel Books Bedi, SK, Business Environment, Excel Books.

M.Com - 1st Semester

Economic Theory and Decision Making

Credit: 4(4-0-0)

Max. Marks: 100

Exam Duration: 03 Hrs

External Marks: 75

Internal Marks: 25

COURSE OBJECTIVES: The objective of this paper is to make students conversant with the elementary knowledge of managerial economics and their role in decision making.

COURSE CONTENTS

Unit-1:

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Introduction to Economics; Scope & Subject Matter of economics | Digital and Classroom learning |
| 2. | Understanding Micro & Macro economics | Digital Self learning |
| 3. | Economic Laws; Nature & Scope of Business (Managerial) Economics | Digital and Classroom learning |
| 4. | Basic economic concepts & principles; Significance & Role of business economics in decision making. | Digital and Classroom learning |
| 5. | Concept, nature & types of Economy; Concept of economic problem, Analysis of central problems of an economy. | Digital Self learning |

Unit-2:

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Demand Analysis for business decisions: Concept, definitions, essential elements and nature of demand | Digital and Classroom learning |
| 2. | Determinants or factors affecting demand, concept of demand function; Types of Demand | Digital Self learning |
| 3. | Concept & explanation of the Law of Demand | Digital and Classroom learning |
| 4. | Nature, importance of Elasticity of Demand | Digital and Classroom learning |
| 5. | Consumer Behavior: Analyzing Consumer equilibrium | Digital Self learning |

Unit-3:

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Theory of Production: Concept of production and factors of production | Digital and Classroom learning |
| 2. | production function-concept | Digital Self learning |
| 3. | Type of input-output relations in production function | Digital and Classroom learning |
| 4. | Explanations of the laws of production, Nature and significance of economies and Diseconomies of scale | Digital and Classroom learning |
| 5. | Properties of Isoquants; Theory of Supply & Law of Supply | Digital Self learning |

Unit-4:

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Theory of Cost & cost curves | Digital and Classroom learning |
| 2. | Types of costs and costs classifications | Digital Self learning |
| 3. | Cost function; Role and Significance of Revenue in price analysis | Digital and Classroom learning |
| 4. | Nature & types of Market, Break-even analysis | Digital and Classroom learning |
| 5. | Price and Pricing; Pricing Decisions under different market conditions | Digital Self learning |

Suggested Readings:

1. Business Economics: Lekhi, R.S; Kalyani Publishers
2. Business Economics: Ahuja, H.L.; S.Chand & company pvt.ltd
3. Business Economics application & Analysis: Kumar Raj; UDH Publishers & Distributors
4. Managerial economics: Dwivedi, D.N; Vikash Publishing House Pvt. Ltd.
5. Microeconomics for Management: Dholakia, Ravindera H; Oxford University Press
6. Microeconomics: for BBA: T. R. Jain; V K Publications

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the

syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.

2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks (15).

M. Com 2nd Semester

Subject-DSC-5Human Resource Management

(Paper Code- 0203103)

Max. Marks: 100 (75+25)

Credits: 5

Time Allowed: 3 Hours

Note for Examiners and Students:

3. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

4. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing human resource operation and to develop a feel of human resource operations.

Unit 1

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 6. | Strategic importance of HRM, objectives of HRM, challenges to HR professionals | Digital Self learning |
| 7. | Role, responsibilities and competencies of HR professionals, HR department operations, human resource planning - objectives and process, human resource information system | Digital and Classroom learning |

Unit 2

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Talent acquisition: recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees, training and development, investment in training, training need assessment, designing and administering training programme, executive development programme, evaluation of T & D programme | Digital and Classroom learning |

Unit 3

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Appraising performance: developing and instituting performance appraisal system, assessment and development centers, potential appraisal, rewarding performance: linking rewards to organizational objectives, determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services | Digital and Classroom learning |

Unit 4

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | HR in knowledge era: HR in knowledge industry, HR in virtual organizations | Digital Self learning |
| 2. | HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit, international HRM | Digital and Classroom learning |

Suggested Readings

1. Dessler&Varakkey, Human Resource Management, Pearson Education
2. K.Aswhatha , Human Resource Management: Text and Cases, 6th Ed., Tata McGraw Hill, New Delhi.
3. SeemaSanghi, Human Resource Management, Macmillan India Publication.2012
4. Aggarwala, Tanuja ,Strategic HRM, Oxford University Press.2010
5. Armstrong, Michael Handbook of HRM Practice, Kogan Page,
6. P. Jyothi , Human Resource Management, Oxford University Press.2012
7. Lepak&Gowan, Human Resource Management, Pearson Education. 2011
8. V.S.P.Rao , Human Resource Management, Himalaya Publication House.

M.Com- 2nd semester
DSC-6 Basics of E-Commerce
Paper Code:

Assessment

| Internal Assessment Marks | External Evaluation | | Total Marks |
|---------------------------|---------------------|----------------|-------------|
| 25 | End Term Marks: 75 | Time : 3 Hours | 100 |

Course Objective:

The course aims to acquaint the students with knowledge and understanding of banking terms and its impact on business.

Unit-I

| Sr. No | Topics | Mode of Learning |
|--------|--------|------------------|
|--------|--------|------------------|

| | | |
|----|---|--------------------------------|
| 1. | E-Commerce: Meaning, Concept, Definitions, Origin and Development, Categories of E Commerce: B2B, B2C, B2G, G2G,G2C | Digital and Classroom Learning |
| 2. | The Constitution of the E-Commerce: Portal of the Network, Customer Relationship Management | Digital Self/Aided Learning |
| 3. | Supply Chain Management, Logistic Management, Decision Support, Supporting Environment for E-Commerce: Technical Environment, Legal Environment, Credit Environment and Financial Environment | Digital and Classroom Learning |

Unit-II

| Sr. No | Topics | Mode of Learning |
|--------|---|--------------------------------|
| 1. | M-Commerce: The Origin of M-Commerce, M-Commerce Components, The Development of M-Commerce, The Application of M-Commerce | Digital and Classroom Learning |

Unit-III

| Sr. No | Topics | Mode of Learning |
|--------|--|--------------------------------|
| 1. | Payment Technologies for E-Commerce: Online Bank, E-Payment Tools: E-Payment System, Intelligent Card, E-check, E-wallet, E-Cash | Digital and Classroom Learning |

Unit-IV

| Sr. No | Topics | Mode of Learning |
|--------|--|--------------------------------|
| 1. | Electronic Commerce: Influence on Marketing: Product, Physical Distribution, Price, Promotion, Marketing Communication, Common e-Marketing Tools | Digital and Classroom Learning |

1. Suggested Readings:

1. Ravi Kalakotta & Whinston B., “Frontiers of E-Commerce”, Pearson Education, New Delhi
2. R. Kalakotta & M. Robinson, “E-Business: Roadmap for Success”, Pearson Education
3. Elias M. Awad, **Electronic Commerce**, PHI Learning
4. Rayudu C. S. **e-Business**, 2007, Himalaya Publishing House.
5. Daniel Amor, “**The E-Business (R) Evolution**”, PHI Learning, New Delhi,
6. Hanson,**E-Commerce & Web Marketing**, 1st Edition, Cengage Learning, India
7. Kamlesh K. Bajaj & Debjani Nag, “**E-Commerce**”, Tata McGraw Hills, New Delhi
8. Murthy C. S. V., **e-Commerce**, Himalaya Publishing House.
9. Parag Kulkarni & P. K.. Chande, **IT Strategy for Business**, 1st Edition Oxford University Press

2. Pattern of the paper

1. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
2. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

M.Com- 2nd semester
DSC-7 Financial Management
Paper Code-

Assessment

| Internal Assessment Marks | External Evaluation | | Total Marks |
|---------------------------|---------------------|----------------|-------------|
| 25 | End Term Marks: 75 | Time : 3 Hours | 100 |

Objective:

The objective of this course is to acquaint the students regarding financial management tools and Techniques in financial decision making

Unit 1

| S.N. | Topic | Identification of the Topic in Blended mode |
|-------------|--|--|
| 8. | Financial Management: Meaning, concept, significance, objectives | Digital and Classroom learning |
| 9. | Scope & financial decisions. | Digital Self learning |
| 10. | Time value of money. | Digital and Classroom learning |
| 11. | Risk and Return Analysis | Digital and Classroom learning |

Unit 2

| S.N. | Topic | Identification of the Topic in Blended mode |
|-------------|--|--|
| 1. | Financial Planning: Concept and theories. Capitalization: meaning, types (over capitalization, undercapitalization and optimum capitalization).. | Digital and Classroom learning |
| 2. | Financial forecasting: Meaning, purpose, process, types, methods and theories | Digital and Classroom learning |
| 3. | Sources of finance | Digital Self Learning |

Unit 3

| S.N. | Topic | Identification of the Topic in Blended mode |
|-------------|--|--|
| 1. | Capital Structure: Concept, patterns, point of indifference, theories, sound capital mix, capital gearing, financial distress and pecking order theory.covered) | Digital and Classroom learning |
| 2. | Leverages: Meaning and types (financial leverage, operating leverage, composite leverage). | Digital Self learning |
| 3. | Cost of Capital: Concept, significance, computation of cost of capital (cost of debt, Inflation adjusted cost of debt, cost of preference capital, cost of equity share capital and CAPM, cost of retained earnings and weighted average cost of capital). | Classroom learning |

Unit 4

| S.N. | Topic | Identification of the Topic in Blended mode |
|-------------|--------------|--|
|-------------|--------------|--|

| | | |
|----|--|--------------------------------|
| 1. | Capital Budgeting: Nature, significance and techniques. Risk and uncertainty in capital budgeting, risk adjusted discounting rate, certainty equivalent method, sensitivity technique, probability technique, standard deviation technique, co-efficient of variation method and decision tree analysis. | Digital and Classroom learning |
| 2. | Management of Cash and Marketable Securities: Objectives of Cash Management, Factors Determining Cash Needs | Digital and Classroom learning |
| 3. | Receivables Management: Meaning, Objectives, Credit Policies. | Digital Self learning |
| | Inventory Management: Introduction, Objectives, Techniques. | Digital Self learning |

Suggested Readings:

1. Gupta, S.K.. & Sharma, R.K., Financial Management: Theory and Practice. Sultan Chand and Sons
2. Goel, D. K., Goel, R., &Goel, S, Accounting for Management and Financial Management. Avichal Publishing Company.
3. Pandey, I. M., Essentials of Financial Management, 5th Edition. Vikas Publishing House.
4. Maheshwari, S. N., Financial Management: Principal and Practices. New Delhi, Sultan Chand.
5. Gupta, Shashi K, Financial Management, Kalyani Publications.

Pattern of the Paper

1. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
2. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

**M.Com- 2nd semester
DSC-8 Marketing Management
Paper Code-**

Assessment

| Internal Assessment Marks | External Evaluation | | Total Marks |
|---------------------------|---------------------|----------------|-------------|
| 25 | End Term Marks: 75 | Time : 3 Hours | 100 |

Course Objective:

This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.

Note: The faculty member will discuss at least one case per unit.

Syllabus

Unit-I

| Sr. No | Topics | Mode of Learning |
|--------|--|--------------------------------|
| 1. | Introduction to marketing: nature, scope and core concepts of marketing | Digital and Classroom Learning |
| 2. | corporate orientation towards marketplace, building and delivering customer value and satisfaction | Digital Self/Aided Learning |
| 3. | retaining customers, marketing environment, marketing research and information system | Digital and Classroom Learning |

Unit-II

| Sr. No | Topics | Mode of Learning |
|--------|--|--------------------------------|
| 1. | Analyzing consumer markets and buyer behaviour, analyzing business markets and business buying behaviour | Digital and Classroom Learning |
| 2. | market segmentation, positioning and targeting, tools of product differentiation | Digital and Classroom Learning |
| 3. | tools of product differentiation, marketing strategies in the different stage of the product life cycle | Digital and Classroom Learning |

Unit-III

| Sr. No | Topics | Mode of Learning |
|--------|---|--------------------------------|
| 1. | New product development process, product mix and product line decisions | Digital and Classroom Learning |
| 2. | branding and packaging decisions, pricing strategies and programmes | Digital and Classroom Learning |
| 3. | managing marketing channels, wholesaling and retailing | Digital and Classroom Learning |

Unit-IV

| Sr. No | Topics | Mode of Learning |
|--------|--|--------------------------------|
| 1. | Advertising and sales promotion, public relations, personal selling | Digital and Classroom Learning |
| 2. | evaluation and control of marketing effort, web marketing, green marketing, rural marketing, reasons for and benefits of going international, entry strategies in international marketing. | Digital and Classroom Learning |

Suggested Readings:

1. Kotler Philip and Keller, **Marketing Management**, PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, **Marketing Management in South Asian Perspective**, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, **Marketing**, TMH, New Delhi
4. Etzel, Michael J, **Marketing: Concepts and Cases**, TMH, New Delhi
5. Dhunna, Mukesh, Marketing Management - Text and Cases, Wisdom Publications, New Delhi
6. William L. Pride and O.C. Ferrell, **Marketing Concepts and Strategies**, 8th Edition, Boston, Houghton Mifflin Co.
7. West, Ford, Ibrahim, **Strategic Marketing**, Oxford University

M.Com – 2nd Semester**International Economics**

Max. Marks: 100 **Exam Duration:** 03 Hrs **External Marks:** 75 **Internal Marks:** 25

COURSE OBJECTIVES: The paper seeks to develop conceptual and analytical framework within which the students can analyse international trade problems and issues. It further enables the students to understand the practical parts of trade policy within which the business is required to make adjustments.

COURSE CONTENTS**Unit-1:**

| S.N. | Topic | Identification of the Topic in Blended mode |
|-------------|---|--|
| 12 | Growing importance of Trade in world Economy | Digital and Classroom learning |
| 13 | Trade as an agent of Globalization | Digital Self learning |
| 14 | Alternative Bases and Explanations of trade, gains from trade, term of trade - alternative concepts | Digital and Classroom learning |
| 15 | Trade Equilibrium and Determination of Terms Of Trade | Digital and Classroom learning |
| 16 | Significance Of Conceptual Understanding Of Trade Theory For IB Manager | Digital Self learning |

Unit-2:

| S.N. | Topic | Identification of the Topic in Blended mode |
|-------------|---|--|
| 6. | Free Trade Versus Protection, Tariff Classification, Economic Effects Of Tariff, Tariff Retaliation | Digital and Classroom learning |
| 7. | Export Subsidies, Countervailing Duties and Dumping, Effects of a Quota, International Economic Integration - Forms and Levels | Digital Self learning |
| 8. | Trade Creating And Trade Diverting Effects Of A Custom Union, Repercussions Of Regional Economic Groupings On The Strategy Of International Marketers | Digital and Classroom learning |

Unit-3:

| S.N. | Topic | Identification of the Topic in Blended mode |
|-------------|---|--|
| 6. | Components Of International Trade Policy | Digital and Classroom learning |
| 7. | Export Promotion Strategies, Import Substitution, Rationale and Working of Free Trade Zones | Digital Self learning |
| 8. | Assessing Export Potential For Specific Products In Specific Markets | Digital and Classroom learning |
| 9. | Logic of State Trading and Canalized Trade | Digital and Classroom learning |
| 10 | Trade Fairs And Exhibition, Commercial Intelligence | Digital Self learning |

Unit-4:

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 6. | Major Quantitative and Qualitative | Digital and Classroom learning |
| 7. | Trends In India's Foreign Trade Since 1991 | Digital Self learning |
| 8. | Major Schemes And Incentives for Exporters, Import Control Regime | Digital and Classroom learning |
| 9. | Impact Of WTO Provisions On Trade Policy | Digital and Classroom learning |
| 10 | Overall Assessment of India's Trade Policy | Digital Self learning |

Suggested Readings:

1. Krugman, Paul R. and Maurice Obstfeld, **International Economics: Theory and Policy**, Pearson Education, Delhi
2. Bo Sodersten, **International Economics**, Macmillan, London
3. D. Salvatore, **Theory and Problems of International Economics**, McGraw Hill, New York
4. H. Robert Heller, **International Trade**, Prentice Hall of India, New Delhi
5. Govt. of India, Economic Survey (Latest Issue)

Note:

4. Instructions for External Examiner: The question paper shall be divided in two sections (A & B). Section 'A' shall comprise of 05 short answer type questions from whole of the syllabus carrying three marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
5. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
6. All questions will carry equal marks (15).

M.Com- 3rd Semester
Accounting Standards and Financial Reporting
Paper Code-0204301

1. Assessment

| Internal Assessment Marks | Evaluation | | Total Marks |
|---------------------------|-----------------------|----------------|-------------|
| 25 | End Term Marks: 75 | Time : 3 Hours | 100 |

Course Objective The course aims to acquaint the students with knowledge and understanding of environment issues and its impact on business.

Unit 1

| S.N. | Topic | Identification of the Topic in Blended mode |
|-------------|--|--|
| 17 | Accounting Standards: Meaning, Objectives, Benefits, Scope, Stages and Process of Standards settings in India, | Digital and Classroom learning |
| 18 | Accounting Standards issued by ICAI, Compliance and Applicability of Accounting Standards in India | Digital Self learning |
| 19 | The Companies (Indian Accounting Standards) Rules, 2015 | Digital and Classroom learning |

Unit 2

| S.N. | Topic | Identification of the Topic in Blended mode |
|-------------|--|--|
| 1. | International Financial Reporting Standards: Meaning, History, Objectives, Scope, Convergence of Indian Accounting Standards with IFRS: Current Status and Challenges, | Digital and Classroom learning |
| 2. | IASB: History, Objectives, Scope, | Digital Self Learning |
| 3. | FASB: History and its Pronouncements. Harmonization in Accounting and Reporting. | Digital and Classroom learning |

Unit 3

| S.N. | Topic | Identification of the Topic in Blended mode |
|-------------|--|--|
| 1. | Financial Disclosures and Reporting: Objectives and Concepts, Developments on Financial | Digital and Classroom learning |
| 2. | Reporting Objectives: True blood Report, Corporate Report, Stamp Report | Digital Self learning |
| 3. | IASB's and FASB's Conceptual Framework, Corporate Annual Report, Segment Reporting and Interim Financial | Digital and Classroom learning |

| | | |
|--|------------|--|
| | Reporting. | |
|--|------------|--|

Unit 4

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers | Digital and Classroom learning |
| 2. | Contemporary Issues in Accounting:- Human Resource Accounting, Corporate Social Reporting, Forensic Accounting and Reporting. Environmental Reporting. | Digital and Classroom learning |

Suggested Reading

1. Kenneth S. Most, "Accounting Theory", Ohio Grid Inc.
2. JawaharLal, "Corporate Financial Reporting: Theory and Practice" Taxman, 2nd Ed.
3. Vijay Kumar, M.P, "First Lesson on Accounting Standards", Snowwhite.
4. Glautier, H.W.E. And Undordown, B. "Accounting Theory and Practice" (Arnold)s

Pattern of the Paper

3. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
4. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

**M.Com- 3rd Semester
Research Methodology
Paper Code-**

Assessment

| Internal Assessment Marks | Evaluation | | Total Marks |
|---------------------------|-----------------------|----------------|-------------|
| 25 | End Term Marks: 75 | Time : 3 Hours | 100 |

Course Objective The course aims to acquaint the students with knowledge and understanding of environment issues and its impact on business.

Unit-1

| Sr. No | Topics | Mode of Learning |
|---------------|--|--------------------------------|
| 1. | Introduction to Business Research: Defining Research, Types of Research-Basic and Applied Research, Process of Research, Features of a Good Research Study | Digital and Classroom Learning |
| 2. | Research Applications in Business Decisions. Formulation of the Research Problem and Development of the Research Hypotheses | Digital Self/Aided Learning |
| 3. | Problem Identification and definition, Process of Problem Identification, Developing a research proposal, Formulation of the Research Hypotheses | Digital and Classroom Learning |

Unit-2

| Sr. No | Topics | Mode of Learning |
|---------------|---|--------------------------------|
| 1. | Research Design: The Nature of Research Designs, Process of Formulation of Research Design, Classification of Research Designs: Exploratory, Two-tiered, Experimental and Descriptive | Digital and Classroom Learning |
| 2. | Research Design for Hypothesis Testing or Experimental Research Studies: Concept and Classification of Experimental Designs | Digital and Classroom Learning |
| 3. | Validity in Experimentation, Factors affecting Internal Validity of Experiment, Factors affecting External Validity of Experiment, Methods to Control Extraneous Variables and Environments of Conducting Experiments | Digital and Classroom Learning |

Unit-3

| Sr. No | Topics | Mode of Learning |
|---------------|---|--------------------------------|
| 1. | Data Collection Methods: Classification of Data, Research Applications of Secondary and Primary Data | Digital Self/Aided Learning |
| 2. | Secondary data sources and usage, Online data sources, Qualitative Method of Data Collection: observation method, Content Analysis, Focus Group Method, Personal Interview Method and Projective Techniques, Primary data collection methods questioning techniques, online surveys, Questionnaire Design Procedure | Digital and Classroom Learning |
| 3. | Sampling Plan: Universe, Sample vs Census, Sample Frame and Sampling Unit, Sampling Design, Sampling Techniques, Sample size Determination, Sampling and Non- Sampling Errors | Digital and Classroom Learning |

Unit-4

| Sr. No | Topics | Mode of Learning |
|---------------|--|--------------------------------|
| 1. | Report Writing : Meaning, Functions and Types of Research Report, Steps of Planning Report Writing, Research Report Structure | Digital and Classroom Learning |
| 2. | Principles of Writing, Guidelines for Effective Documentation, Writing and Typing the Report, Research Briefings: Oral Presentation | Digital and Classroom Learning |
| 3. | Presentation of Results: Descriptive Presentation, Graphic Presentation, Diagrams, Pictures and Maps, Tabular Presentation, Difficulties in Presentation | Digital and Classroom Learning |

Suggested Readings

1. Dr Deepak Chawla and Dr NeenaSondhi. Research Methodology-Concepts and Cases. Vikas
2. Hooda, R.P. Statistics for Business and Economics, Macmillan India, New Delhi.
3. S.N.Murthy and U Bhojanna. Business Research Methods. Excel
4. K.V. Rao. Research Methodology in Commerce and Management. Sterling
5. Donald R Cooper and Pamela S Schindler. Business Research Methods. McGraw Hill
6. Panneerselvam, R. Research Methodology. PHI
7. K.N. Krishnaswamy, AppaIyerSivakumar and M. Mathirajan. Management Research.

M.COM 3rd Semester
Subject-Strategic Management
(Paper Code-)

Max. Marks: 100 (75+25)

Credits: 5

Time Allowed: 3 Hours

Note for Examiners and Students:

1. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.

- Internal evaluation is to be based on the parameters are to be decided by the University.

Objective:The course aims to acquaint the students with knowledge and understanding of environment issues and its impact on business.

Unit 1

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Strategic Management Process: Evolution of Strategic Management, Concept of Strategy, Level at which Strategy operates, Issues in Strategic decision making. | Digital and Classroom learning |
| 2. | Schools of thoughts of strategy formulation, Process of Strategic Management, Role of Strategists in the Process of strategic management. | Digital and Classroom learning |
| 3. | Establishment of Strategic Intent- Hierachy of Strategic Intent vision. Mission Statements – Process of envisioning, Formulation and Communication of Mission Statements- Setting of Goals and Objectives, Identification of Key Success Factors. | Digital Self learning |

Unit 2

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Environment Appraisal: Concept of Environment and its components, Environmental Scanning and Appraisal, | Digital and Classroom learning |
| 2. | Organisational appraisal- its dynamics, Considerations, Methods and Techniques. Structuring Organisational Appraisal-SWOT Analysis. | Digital Aided Learning |
| 3. | Strategy Formulation: Corporate level Strategies, Grand Strategies, Stability Strategies, Expansion Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring. | Digital and Classroom learning |
| 3. | Business level Strategies and Tactics | Digital Self learning |

Unit 3

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Strategic Analysis and Choice: The Process of Strategic Choice, Corporate Level Strategic Analysis, Business Level Strategic Analysis, Subjective Factors in Strategic Choice, Contingency Strategy, Strategic Plan. | Digital and Classroom learning |

| | | |
|----|--|--------------------------------|
| 2. | Strategy Implementation: Inter relationship between formulation and Implementation, Aspects of Strategic Implementation, Project Implementation, Procedural Implementation, Resource Allocation. | Digital and Classroom learning |
| 3. | Strategy and Structures: Structural Considerations, Structures for Strategies, Organisational Design and Change. | Digital and Classroom learning |

Unit 4

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Behavioural Implementation: Leadership Implementation, Corporate Culture, Corporate Politics and Use of Power, Personal values and Business Ethics. | Digital and Classroom learning |
| 2. | Functional Implementation: Functional Strategies, Functional Plans and Policies, Marketing Plans and Policies, Financial Plans and Policies, Personnel Plans and Policies, Operations Plans and Policies. | Digital and Classroom learning |
| 3. | Strategic Evaluation and Control: Overview of Strategic Evaluation and Control, Techniques of Strategic Evaluation and Control. | Digital Self learning |

Suggested Readings

1. Bhattachary, S.K. and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
2. Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
3. Christensen, C. Ronald, Kenneth R. Andrews, Joseph L. Bower, Richard G. Hamermesh, Michael E. Porter: Business Policy: Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.
4. Coulter. Mary K: Strategic Management in Action, Prentice Hall, New Jersey.

**M.Com- 3rd Semester
FINANCIAL MARKET AND INSTITUTIONS
Paper Code-**

Assessment

| Internal Assessment Marks | Evaluation | | Total Marks |
|---------------------------|-----------------------|----------------|-------------|
| 25 | End Term Marks: 75 | Time : 3 Hours | 100 |

Course Objective

The purpose of the course is to provide a sound information and knowledge of broad framework of Financial System and its constituents. The course will provide the students an understanding of the inter-linkages and regulatory frame-work within which the system operates in India.

Unit 1

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Financial markets: Nature, Functions and Efficiency: Financial system and economic development, flow of funds in Indian economy;. | Digital and Classroom learning |
| 2. | Indian financial system: an overview. Construction and uses of flow of fund matrix | Digital and Classroom learning |
| 3. | Analysis of supply and demand for funds. Sectoral and Inter sectoral flows. | Digital Self Learning |

Unit 2

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Financial markets: Money market: Organisation, Instruments, Functioning and its Regulation. | Digital and Classroom learning |
| 2. | . Capital market: Primary and Secondary markets and their organisation | Digital Self Learning |
| 3. | SEBI and its role as regulator. | Digital and Classroom learning |

Unit 3

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Financial Intermediation: Depository Institutions, Commercial Banks and Industrial finances. | Digital and Classroom learning |
| 2. | Bank Credit: Working Capital and Bank funds; Term lending. Developing. a credit information system. | Digital and Classroom learning |
| 3. | Performance of Indian banking. Regulatory aspect of Banking. | Digital Self learning |
| 4. | Non-Depository Institutions: Mutual Funds: Measuring performance of Mutual Funds, Chit funds Organisation, functioning and regulatory aspects. UTI and Private sector mutual funds. Insurance Public and private Organisation: Life and Non-life insurance companies: LIC & GICs working and regulatory framework. | Digital and Classroom learning |

Unit 4

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Financial Instruments: Equity shares; new issue market and secondary market-the allocative and operational efficiency, preference shares. | Digital Self learning |
| 2. | Private placement channels. Debentures and other fixed income securities. Engineered financial and monetary instruments. | Digital and Classroom learning |
| 3. | Foreign Capital: foreign capital as a source of finance. Place of foreign capital in the over all framework of Indian Financial system. The regulatory framework and NRI investments. | Digital and Classroom learning |

Suggested Readings:

1. Kohn Meir, '*Financial Institutions and Markets*', Oxford University Press 2nd Edition 2007.
2. Madura Jeff, '*Financial Markets and Institutions*', South Western Cengage Learning, 8th Edition 2008.
3. Mishkin, Fredrick S. and Stanley G. Eakins, Pearson Education Ltd., 6th Edition.
4. Resume Bank of India – Report on Currency & Finance.

Pattern of the Paper

1. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
2. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

M.Com 3rd Semester

Subject-DSE-3- Talent Management

(Paper Code- 0203103)

Max. Marks: 100 (75+25)

Credits: 5

Time Allowed: 3 Hours

Note for Examiners and Students:

5. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
6. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective: To prepare students for talent management efforts in organizations. It aims at enabling students to gain insights in concepts and application of talent management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent management in organizations

Unit 1

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 20 | Meaning and importance of talent management, Need of Talent Management, Key Processes of Talent Management, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent | Digital and Classroom learning |

Unit 2

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Talent management grid, Creating talent management system, Strategies of talent management, Competency model, Competency mapping, | Digital and Classroom learning |
| 2. | Role of leaders in talent management, Talent management and competitive advantage. | Digital Self learning |

Unit 3

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Talent Management System: Critical Success Factors to Create Talent Management System, Some other critical | Digital and Classroom learning |

| | | |
|----|--|-----------------------|
| | success factors of best practice Talent Management System, | |
| 2. | Factors of unique talent management approach, Key Elements of Talent Management System | Digital Self learning |

Unit 4

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Concept of Talent Engagement, Retention, Employee Engagement and Retention: Introduction, Best Practices for Talent Engagement, Improving Employee Retention, Effective Talent Management | Digital and Classroom learning |
| 2. | Contemporary Talent Management Issues, Challenges, Best Practices of Talent Management, Talent Management in India | Digital Self Learning |

Suggested Readings

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig, The Talent Powered Organization, Kogan Page Ltd.
2. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey
3. Sears David, Successful Talent Strategies, American Management Association, AMACOM, Press, New York
4. Lawyer III, Edward E, Talent: Making People your Competitive Advantage, Dave Ulrich, Jossey-Bass, A Wiley Imprint
5. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint
6. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, Talent Assessment, Gower Publishing Ltd., Hampshire Ltd.

M. Com 4th Semester

Subject- DSC-1 - Business Ethics and Corporate Governance

(Paper Code-)

Max. Marks: 100 (75+25)

Credits: 5

Time Allowed: 3 Hours

Note for Examiners and Students:

7. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
8. Internal evaluation is to be made on the basis of the parameters are to be decided by the University.

Objective:

Unit 1- Business Ethics

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Introduction to Ethics and Business Ethics, Concepts Values and Ethics | Digital and Classroom learning |
| 2. | Nature, scope and purpose of business ethics | Digital Self learning |
| 3. | Importance of Ethics & Moral standards | Digital and Classroom learning |
| 4. | Ethics & Moral Decision Making | Digital and Classroom learning |
| 5. | Ethical Principles in Business. | Digital Self learning |

Unit 2: Organization Ethics

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Organizational Ethics , Ethical Corporate Behaviour – its development | Digital and Classroom learning |
| 2. | Ethical Issues in the Functional Area - Marketing, Finance, Human Resource, and Information Technology | Digital and Classroom learning |
| 3. | Ethics and Business System: Markets, Environment, Trade, Consumer Production and Marketing, Finance, HR | Digital and Classroom learning |

Unit 3: Personal Growth and Lessons from Ancient Indian Educational System:

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Personal Growth and Lessons from Ancient Indian Educational System | Digital and Classroom learning |
| 2. | Science and Human Values, Environmental Ethics | Digital and Classroom learning |
| 3. | Corruption, and Gender Issues, Environmental Ethics | Digital and Classroom learning |
| 4. | Corruption and Gender Issues, Ethics, Sexual Harassment and Discrimination. | Digital Self learning |

Unit 4: Monopoly

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Need, purpose & relevance of Indian Ethos | Digital and Classroom learning |
| 2. | Salient feature (Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain | Digital and Classroom learning |
| 3. | Holistic Approach for Managers in Decision Making, Holistic Approach for Managers in Decision Making, Professional ethos and code of professional ethics. | Digital and Classroom learning |
| 4. | Values Impact in Business, Indian Value System | Digital Self learning |

Suggested Readings

1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
2. Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
3. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
4. Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
5. Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
6. Mathur UC – Corporate Governance & Business Ethics (Mc Millan).
7. Human Values By : Prof. A.N. Tripathi New Age International
8. Wisdom Leadership By : Prof. S.K. Chakraborty Wheeler Publication.
9. Corporate Governance2/e, MacMallin, OUP
10. The Management and ethics Omnibus- Chakraborty, OUP
11. Values and Ethics for Organizations, Chakraborty, OUP/OIP

M.Com- 4th Semester
Advertising & Sales Management
Paper Code-

Assessment

| Internal Assessment Marks | Evaluation | | Total Marks |
|---------------------------|-----------------------|----------------|-------------|
| 25 | End Term Marks: 75 | Time : 3 Hours | 100 |

Course Objective

The objective of the course is to establish a conceptual frame work for the study of advertising & sales promotion. This course will provide the student the ability to understand and utilise the skill of increasing sales.

Syllabus

UNIT-1

| Sr. No | Topics | Mode of Learning |
|--------|---|--------------------------------|
| 1. | Advertising: Concept, Types, form and importance. Role of Advertising in marketing process | Digital and Classroom Learning |
| 2. | Legal Ethical & Social aspect of Advertising. Process of Communication- Wilbur Schramm's Model, Two Step Flow of Communication. Theory of Cognitive Dissonance. | Digital and Classroom Learning |

UNIT -2

| Sr. No | Topics | Mode of Learning |
|--------|---|--------------------------------|
| 1. | Message Decision: Determining advertising message; Developing advertising copy, Headline main copy, logo, illustration, appeal, layout, creativity in advertising | Digital and Classroom Learning |
| 2. | Advertising budget: objectives, preparation and methods of advertising budget | Digital and Classroom Learning |

UNIT-3

| Sr. No | Topics | Mode of Learning |
|--------|--|--------------------------------|
| 1. | Media Planning & Scheduling: Types of media and their merits and limitations | Digital and Classroom Learning |
| 2. | advertising through the internet. Key factors influencing media planning. Media decision: Media class, media vehicle & media option. Scheduling: flighting, pulsing & Continuous | Digital and Classroom Learning |

UNIT-4

| Sr. No | Topics | Mode of Learning |
|--------|--|--------------------------------|
| 1. | Organisation of Advertising Operation: In-house vs. advertising agency arrangement, managing advertising relations | Digital and Classroom Learning |
| 2. | Evaluation of advertisement and campaign effectiveness-Before and after advertising tests and techniques | Digital and Classroom Learning |
| 3. | Advertising in India- Social and regulatory aspect of advertising. Recent development & issues in advertising | Digital Self/Aided Learning |

Suggested Readings

1. Aaker, David A. Advertising Management, 4th ed. New Delhi, Prentice Hall of India, 1985.
2. Borden, William H. Advertising, New York, John Wiley, 1981.
3. Sengupta, Subroto. Brand Positioning Strategies for competitive advantages, New Delhi, Tata McGraw Hill, 1990.

M.COM 4th Semester
Subject-Service Marketing
(Paper Code-)

Max. Marks: 100 (75+25)

Credits: 5

Time Allowed: 3 Hours

Note for Examiners and Students:

1. There will be eight questions covering the entire syllabus out of which any four are to be attempted by the students. Question No.1 will be compulsory 3X5=15. All questions carry equal marks.
2. Internal evaluation is to be based on the parameters are to be decided by the University.

Objective:The course aims to acquaint the students with knowledge and understanding of environment issues and its impact on business.

Unit 1

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Introduction of Service: Meaning and Characteristics of Services; Goods and services comparative analysis, classification of services, Types of services, Reason for growth of service sector. | Digital and Classroom learning |
| 2. | Difference between goods and services, The '7 Ps of Services; Expectations and perceptions of a service; Core and augmented service; Empowerment; Criticism of the new service management school of thought. | Digital Aided Learning |
| 3. | Problems of service organization. | Digital Self learning |

Unit 2

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|--|---|
| 1. | Service product development, Strategies for service marketing. | Digital and Classroom learning |
| 2. | Service Design: The concept of design; Classification of service: a design issue; Objects of the service processes, Customer contact; service blueprint. | Digital and Classroom learning |
| 3. | Service Quality: Definitions of quality; Standards; The Gaps Model of Service Quality; Determinants for service quality, Implications for service quality. | Digital and Classroom learning |

Unit 3

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Relationship marketing, Reasons for to keep and improve relationship with customers, Need of relationship marketing. | Digital and Classroom learning |
| 2. | 5 E's of relationships marketing, Application of relationship marketing. | Digital and Classroom learning |
| 3. | Demand and Capacity Management: The basic problem: perish ability; Demand- supply management / reduce mismatch between supply and | Digital and Classroom learning |

| | | |
|--|--|--|
| | demand; Employee empowerment, customer involvement in service. | |
|--|--|--|

Unit 4

| S.N. | Topic | Identification of the Topic in Blended mode |
|------|---|---|
| 1. | Branding of services, Brand loyalty, Advertising of services, Service Communications. | Digital and Classroom learning |
| 2. | Integrated marketing communications; The role for communications; Key communication variables; Corporate identity; Monitoring and Evaluating the Service: Customer satisfaction evaluation. | Digital and Classroom learning |
| 3. | Customer complaints management system; Service recovery; Effective complaint-handling procedures; Guarantees; Customer defection. | Digital Self learning |

Suggested Readings

1. Peter Mudie and Angela Pirrie: Services Marketing Management, Elsevier Ltd.
2. Audrey Gilmore. Services Marketing and Management. SAGE
3. K. Douglas Hoffman and John E.G. Bateson. Services Marketing – Concepts, Strategies and Cases. Cengage
4. Steve Baron and Kim Harris. Services Marketing – Text and Cases. Macmillan
5. R.Srinivasan. Services Marketing : The Indian Context. PHI
6. Ravi Shanker. Services Marketing. Excel
7. Rama MoahanaRao. Services Marketing. Pearson